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VETERANS AFFAIRS CANADA

2016–17

REPORT ON PLANS AND PRIORITIES

The Honourable Kent Hehr, P.C., M.P.
Minister of Veterans Affairs and
Associate Minister of National Defence

Canada

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Minister's Message

This 2016–17 Report on Plans and Priorities of Veterans Affairs Canada provides information on how the Department will support the Government on achieving our agenda in the coming year and I am fully confident that the Department is prepared to successfully support me and work with our partners inside and outside government to deliver for Canadians. However, given our commitment to more effective reporting, this year's report will be the final submission using the existing reporting framework.

The Prime Minister and the President of the Treasury Board are working to develop new, simplified and more effective reporting processes that will better allow Parliament and Canadians to monitor our Government's progress on delivering real change to Canadians. In the future, Veterans Affairs Canada's reports to Parliament will focus more transparently on how we are using our resources to fulfill our commitments and achieve results for Canadians.

These new reporting mechanisms will allow Canadians to more easily follow our Department's progress toward delivering on our priorities, which were outlined in the Prime Minister's mandate letter[i] to me.

With this in mind, our course for the coming year will be driven by three basic principles—care, compassion, and respect. We will care for the women and men who have served Canada, and through our support for them, assist their families. We will show compassion for their needs and work hard to meet them. We will respect them, and recognize their extraordinary service and sacrifices.

Our overall focus for 2016–17 is to always put the well-being of Veterans at the centre of everything we do. We will track our progress and report back to Veterans. We will use performance measurement and gather feedback directly from Veterans to ensure programs are meeting their needs. And, we will align our resources in order to get real results that Veterans deserve.

I am confident that the improvements we make over the coming year will help ensure that all of Canada's Veterans experience the care, compassion and respect they so clearly deserve.

Sincerely,

The Honourable Kent Hehr, P.C., M.P.
Minister of Veterans Affairs and Associate Minister of National Defence

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Kent Hehr, P.C., M.P.

Institutional Head: General (retired) Walter Natynczyk, C.M.M., M.S.C., C.D., Deputy Minister

Ministerial Portfolio: Veterans Affairs

Enabling Instruments:
- *Department of Veterans Affairs Act*[ii]
- *Canadian Forces Members and Veterans Re-establishment and Compensation Act*[iii] (The New Veterans Charter)
- *Pension Act*[iv]

Year of Incorporation / Commencement: 1923

Organizational Context

Raison d'être

Canada's development as an independent country with a unique identity stems partly from its achievements in times of war. Veterans Affairs Canada (VAC) exists to assist and help those whose courageous efforts gave us this legacy and contributed to our growth as a nation.

VAC's mandate is set out in the *Department of Veterans Affairs Act*.[v] It charges the Minister of Veterans Affairs with responsibility for "the care, treatment, or re-establishment in civil life of any person who served in the Canadian Armed Forces or Merchant Navy or in the naval, army, air forces or merchant navies of Her Majesty, of any person who has otherwise engaged in pursuits relating to war, and of any other person designated . . . and the care of the dependants or survivors of any person referred to." Veterans Affairs Canada is also responsible for keeping alive the achievements and sacrifices of those who served Canada in times of war, military conflict, and peace.

Responsibilities

Veterans Affairs Canada

Veterans Affairs Canada fulfills its mandate by enabling the well-being of Veterans and their families, and by supporting recognition and remembrance of the achievements and sacrifices of those who served Canada in times of war, military conflict and peace.

This is accomplished by:

- providing leadership as a champion of Veterans, and by promoting the strategic alignment and coordination of benefits and services, whether available through the Department and other federal partners, or through provincial and community programs and non-governmental organizations.

- the work and research of the Department: listening to the suggestions of Veterans, their representatives, and stakeholders. The Department strives to design and deliver programs that meet the modern needs of Veterans and their families.

- helping Veterans access the supports and services they need, from all levels of government and the community. Veterans Affairs Canada aims to be a leader in the care and support for all Veterans and their families.

Veterans Ombudsman

The Office of the Veterans Ombudsman helps both former and current members of the Canadian Armed Forces (CAF) and the Royal Canadian Mounted Police (RCMP), as well as their family members and other clients of Veterans Affairs Canada, address concerns related to VAC and the *Veterans Bill of Rights*.[vi] As an impartial and independent officer, the Veterans Ombudsman reports directly to the Minister of Veterans Affairs and works to ensure that Veterans, their representatives, and their families are treated fairly.

Strategic Outcomes and Program Alignment Architecture (PAA)

1 Strategic Outcome: Financial, physical, and mental well-being of eligible Veterans

1.1 Program: Disability and Death Compensation

1.1.1 Sub-Program: Disability Pension Benefits and Allowances

1.1.2 Sub-Program: Disability Awards, Critical Injury and Death Benefits

1.2 Program: Financial Support Program

1.2.1 Sub-Program: Earnings Loss Benefit

1.2.2 Sub-Program: Permanent Impairment Allowance

1.2.3 Sub-Program: Retirement Benefits

1.2.4 Sub-Program: Canadian Forces Income Support Benefit

1.2.5 Sub-Program: War Veterans Allowance

1.3 Program: Health Care Program and Re-establishment Services

1.3.1 Sub-Program: Health Care Benefits

1.3.2 Sub-Program: Rehabilitation Services

1.3.3 Sub-Program: Intermediate and Long Term Care

1.3.4 Sub-Program: Veterans Independence Program

1.3.5 Sub-Program: Family Caregiver Relief Benefit

1.3.6 Sub-Program: Ste. Anne's Hospital

2 Strategic Outcome: Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict, and peace

2.1 Program: Canada Remembers Program

2.1.1 Sub-Program: Public Recognition and Awareness

2.1.2 Sub-Program: Commemorative Partnership Program

2.1.3 Sub-Program: Memorial and Cemetery Maintenance

2.1.4 Sub-Program: Funeral and Burial Program

3 Strategic Outcome: Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio[1]

3.1 Program: Veterans Ombudsman

Veterans Affairs Canada Internal Services

[1] Portfolio includes Veterans Affairs Canada and the Veterans Review and Appeal Board (VRAB). The Office of the Veterans Ombudsman (OVO) provides information and referrals, and addresses complaints, as well as emerging and systemic issues related to programs and services provided or administered by VAC. The OVO also addresses systemic issues related to the VRAB.

Organizational Priorities

Veterans Affairs Canada (VAC) is in the midst of an exciting and demanding period requiring collective effort across all areas of the Department as we work toward the following strategic outcomes:

1. Financial, physical, and mental well-being of eligible Veterans.
2. Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict, and peace.
3. Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio.

In addition to highlighting plans for all Departmental programs, this *2016–17 Report on Plans and Priorities* outlines VAC's three Departmental priorities: Veteran Centric, Seamless Transition, and Service Excellence. It also includes an organizational priority for OVO.

Priority #1	Type[2]		
Veteran Centric: Place Veterans at the centre of everything we do, our philosophies, our ideas and our operations.	New		
Description			
"Veteran centric" means that we are proactive, responding quickly and compassionately to the emerging needs of Veterans. Our focus is the well-being of Veterans. The work we do will be informed by performance measurement, evidence, and by gathering feedback directly from Veterans and other stakeholders. "Veteran centric" also means that we honour their achievements and sacrifices, and that we keep those who served in the hearts of Canadians.			
Planned Initiative	**Start date**	**End date**	**Link to the Department's Program Alignment Architecture**
Move forward on commitments in the ministerial mandate letter, which support a Veteran-centric approach.	2015	2019	Strategic Outcome 1 Strategic Outcome 2
Engage with Veteran stakeholder organizations, to: • share information about supports and services available to Veterans and their families, • obtain feedback on opportunities for improvements to supports and services, and • identify opportunities for collaborative partnerships in support of Veterans and their families.	Ongoing	Ongoing	Strategic Outcome 1 Strategic Outcome 2

[2] Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or the DPR.

Improve the way the Department monitors and measures performance to ensure that quality programs and services are evidence-based and focus on the Veteran's well-being. This includes collecting feedback directly from those we serve.	2016	2020	Strategic Outcome 1 Strategic Outcome 2
Undertake a comprehensive review of key areas of VAC legislation, program and corporate policies, business processes, guidelines, directives and administrative tools that affect the Veteran's experience with VAC, and the ability for VAC staff to provide excellent service.	Ongoing	Ongoing	Strategic Outcome 1 Strategic Outcome 2
Identify and implement legislative changes and strategies to address complexity, gaps and shortfalls in VAC programming to better meet the needs of Veterans. This includes strengthening linkages and partnerships with all levels of government and communities across the country, to help Veterans access to the supports and services they need.	2016	2020	Strategic Outcome 1 Strategic Outcome 2
Conduct research to better understand how Veterans transition from military to civilian life, and use this research to inform program and policy design.	Ongoing	Ongoing	Strategic Outcome 1 Strategic Outcome 2
Commemorate the achievements and sacrifices made by Veterans and the fallen, and keep those who served in the hearts of Canadians.	Ongoing	Ongoing	Strategic Outcome 2 Program 2.1 Canada Remembers Program

Priority #2	Type
Transition Transition: Address barriers to the successful re-establishment of Canadian Armed Forces (CAF) members before release from the military, by focusing on their well-being	New
Description	
A successful transition from military to civilian is key to long-term Veteran well-being. As a Department, we will work closely with the Department of National Defence (DND) and the CAF to improve the transition experience for CAF members into civilian life. We will make it easier for them to access services, and provide them with a case manager who can help address their individual needs. We will also focus on key areas such facilitating access to new career opportunities for CAF Veterans, as they have the knowledge, skills, and experience to contribute to Canada's economy. We recognize that homelessness among Veterans is unacceptable, and are strengthening partnerships with community organizations across the country, to identify homeless Veterans and help them access community housing and support services.			
Planned Initiatives	**Start date**	**End date**	**Link to the Department's Program Alignment Architecture**
Move forward on commitments in the ministerial mandate letter that support a seamless transition for CAF members and their families	2019	2019	Strategic Outcome 1
Develop one integrated and member/Veteran-centric transition process for all releasing members, Veterans and their families, including reservists, that does not require anyone to navigate complex processes and programs	2019	2020	Strategic Outcome 1
Work with partners and stakeholders across the country in identifying and helping Veterans who are homeless or at risk of becoming homeless. Collaborate with these partners in developing a strategy, using evidence-based mechanisms, to prevent and eliminate Veterans homelessness	2019	2020	Strategic Outcome 1
Work with CAF, other partners, and stakeholders to develop a single career transition and employment strategy to support transitioning CAF personnel and Veterans	2019	2020	Strategic Outcome 1
Support the mental health and well-being of members of the CAF, Veterans, and their families. Work with the CAF to advance work on a suicide-prevention strategy for military personnel and Veterans	2019	2020	Strategic Outcome 1

Priority #2	Type
Service Excellence: Provide Veterans and their families with the services they require, when and how they need them, in both official languages	New

Description

Serving our Veterans is one of the highest priorities we have as a government. We will strive for service excellence so that Veterans and their families are always treated with care, compassion, and respect. We will take a holistic, personalized, and customized service approach across all service channels, from the moment of first contact, so that Veterans and their families receive the services they need.

Planned Initiative	Start date	End date	Link to the Department's Program Alignment Architecture
Move forward on commitments to the ministerial mandate letter which support service excellence	2015	2019	Strategic Outcome 1 Strategic Outcome 2
Improve the current service delivery model and culture of service excellence through and across all service channels (in person, mail, telephone, and online) with a goal to provide services to Veterans that respond to their varied needs in both official languages	2016	2020	Strategic Outcome 1 Strategic Outcome 2
Foster a workplace of choice and empower VAC staff in the work they do, enabling them to meet the needs of Veterans and their families	2016	2020	Strategic Outcome 1 Strategic Outcome 2

Priority #4	Type		
Advance the fair treatment of the Veteran community	Ongoing		
Description			
The Office of the Veterans Ombudsman (OVO) acts as an independent voice for all those served by the Department: Veterans, those still in uniform, and their families, as well as current and former RCMP members. Its mandate is to uphold the rights set out in the *Veterans Bill of Rights*[xii] and to review and address complaints, as well as systemic and emerging issues about the programs, services, and benefits provided by the Veterans Affairs Portfolio. The OVO is committed to ensuring that those served are treated fairly in their dealings with the Department and the Veterans Review and Appeal Board. The Veterans Ombudsman defines fairness as adequacy, sufficiency, and accessibility.			
Planned Initiative	**Start date**	**End date**	**Link to the Department's Program Alignment Architecture**
Intervene early in matters brought to the attention of the OVO, so that any complaints, information requests, and referrals are resolved in a timely manner.	Ongoing	Ongoing	3.1 Veterans Ombudsman
Address emerging and systemic issues related to the Department's portfolio.	Ongoing	Ongoing	3.1 Veterans Ombudsman
Engage with Veterans and serving members of the CAF and the RCMP, their families, and Canadians through the use of social and traditional media, online forums, town hall meetings, committee appearances, and any other suitable media.	Ongoing	Ongoing	3.1 Veterans Ombudsman
Engage with the Ombudsman community as a leader in best practices in ombudsmanry.	Ongoing	Ongoing	3.1 Veterans Ombudsman

Risk Analysis

Key Risks

Integrated risk management is a key component of modern management. It ensures that risks are understood, managed, communicated, and integrated into decision making and priority setting. Effective risk management enables decision makers to address challenges and uncertainties proactively.

The table below outlines the Department's response to the top three risks and the steps taken to mitigate them.

Risk	Risk Response Strategy	Link to Program Alignment Architecture
1. The Department may have difficulty in managing the growth required to fulfill the new government's many mandate commitments to Veterans.	Veterans Affairs Canada will: • help managers hire the right people quickly by improving human-resource services, and providing extra capacity with the professional staffing services of Public Services and Procurement through an MOU; • increase front-line staff, who directly serve Veterans; • implement national training initiatives to further enhance services for Veterans; • continue to streamline the decision process for large programs such as disability pensions and disability awards; and • ensure that employees have easy access to clear, up-to-date tools and information that will enable them to provide excellent service to Veterans.	Strategic Outcome 1
2. Despite the broad range of Veterans' programs and services available, some CAF members might not transition successfully from military to civilian life.	Veterans Affairs Canada will: • work with DND and CAF to develop one integrated and personalized transition process for all releasing members that is member- and Veteran-centric and does not include complex processes and eligibility criteria; • collaborate with DND and CAF and other partners to ensure the seamless delivery of benefits and services; and • use research to provide evidence-based support in program and policy design and development.	Strategic Outcome 1

Risk	Risk Response Strategy	Link to Program Alignment Architecture
3. Given the volume of commitments made for Veterans, the Department may have difficulty in addressing all the commitments at the same time.	Veterans Affairs Canada will: • assess and prioritize initiatives and introduce them in a deliberate and phased manner; • work with other government departments and ensure early engagement on VAC-led initiatives; and • continue to work with stakeholders to ensure that the Department is focusing on their priorities.	Strategic Outcome 1 Strategic Outcome 2

Planned Expenditures

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Veterans Affairs Canada	3,622,975,485	3,622,975,485	3,436,251,359	3,459,646,805
Office of the Veterans Ombudsman	5,306,217	5,306,217	5,306,217	5,306,217
Total	3,628,281,702	3,628,281,702	3,441,557,576	3,464,953,022

Note: VAC's program budgets are based on forecasts of expected benefit demand. Sufficient flexibility is built into these forecasts, ensuring all eligible Veterans who come forward will receive the benefits to which they are entitled. VAC's program budget and expenditures fluctuate each year, because of the demand-driven nature of its programs, which are based on need and entitlement.

In other words, program funding is like a reserve put aside by government for eligible Veterans, whether 10 Veterans come forward or 10,000. The difference between planned and actual program expenditures has no impact on our level of care and support to our Veterans.

Human Resources (Full-Time Equivalents [FTEs])

	2016–17	2017–18	2018–19
Veterans Affairs Canada	2,571	2,497	2,505
Office of the Veterans Ombudsman	38	38	38
Total	2,609	2,535	2,543

Budget Planning Summary

Veterans Affairs Canada delivers its mandate through three strategic outcomes, plus Internal Services.

Strategic Outcome 1: Financial, physical, and mental well-being of eligible Veterans
As has been the trend in recent years, planned spending for Program 1.2 (Financial Support Program, excluding the War Veterans Allowance) is expected to increase over the three-year planning horizon as the number of CAF Veterans and their families being served grows.

Planned spending for Program 1.1 (Disability and Death Compensation), as shown in table below, is decreasing each year over the planning horizon. Included in this, planned spending for Sub-Program 1.1.1 (Disability Pension Benefits and Allowances) continues to decrease steadily as the number of war-service Veterans (average age of 90) and their survivors continues to decrease. Planned spending for Sub-Program 1.1.2 (Disability Awards, Critical Injury and Death Benefits), however, is notably higher in 2016–17, because of the accelerated processing of existing disability applications, which will ensure faster decisions for Veterans. In turn, this is expected to cause significantly higher program costs in 2016–17 than in outer years.

Planned spending for Program 1.3 (Health Care Program and Re-establishment Services) is decreasing slightly in the outer years, reflecting the scheduled transfer of Ste. Anne's Hospital to the Province of Quebec.

Strategic Outcome 2: Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict, and peace.
Planned spending in 2016–17 is higher than outer years. This is related to the construction of a new visitor education centre at the Canadian National Vimy Memorial, in France, which will be completed in time for the 100th anniversary in 2017.

Strategic Outcome 3: Veterans' rights to services and benefits that address their needs are considered by the Veteran Affairs Portfolio.
Planned spending within the Veterans Ombudsman program continues to be relatively stable and is expected to stay so over the next three years.

Internal Services
Overall, approximately 2% of total planned spending is being allocated to Internal Services, which will support program delivery and the corporate obligations of the organization. As reflected in the Budgetary Planning Summary table, planned spending from 2016–17 to 2018–19 is lower than forecast spending in 2015–16. This is mainly attributed to one-time costs in 2015–16 to support an increase in staffing to improve services for Veterans.

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes Programs and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome 1: Financial, physical, and mental well-being of eligible Veterans							
1.1 Disability and Death Compensation	2,099,828,254	2,017,365,900	2,161,167,856	2,141,757,279	2,141,757,279	1,957,098,249	1,950,774,943
1.2 Financial Support Program	163,442,979	205,167,882	248,169,535	278,039,229	278,039,229	310,815,656	343,878,591
1.3 Health Care Program and Re-establishment Services	1,118,351,751	1,026,146,338	1,046,805,776	1,089,248,862	1,089,248,862	1,058,681,085	1,056,186,196
Strategic Outcome 1 Subtotal	**3,381,622,984**	**3,248,680,120**	**3,456,143,167**	**3,509,045,370**	**3,509,045,370**	**3,326,594,990**	**3,350,839,730**
Strategic Outcome 2: Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict, and peace							
2.1 Canada Remembers Program	41,150,530	45,528,370	46,413,175	46,317,506	46,317,506	41,654,577	40,746,058
Strategic Outcome 2 Subtotal	**41,150,530**	**45,528,370**	**46,413,175**	**46,317,506**	**46,317,506**	**41,654,577**	**40,746,058**
Strategic Outcome 3: Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio							
3.1 Veterans Ombudsman	4,953,006	4,578,484	4,860,911	5,306,217	5,306,217	5,306,217	5,306,217
Strategic Outcome 3 Subtotal	**4,953,006**	**4,578,484**	**4,860,911**	**5,306,217**	**5,306,217**	**5,306,217**	**5,306,217**
VAC Internal Services							
VAC Internal Services Subtotal	85,846,369	78,092,980	79,623,765	67,612,609	67,612,609	68,001,792	68,061,017
Total	**3,513,572,889**	**3,376,879,954**	**3,587,041,018**	**3,628,281,702**	**3,628,281,702**	**3,441,557,576**	**3,464,953,022**

Alignment of Spending With the Whole-of-Government Framework

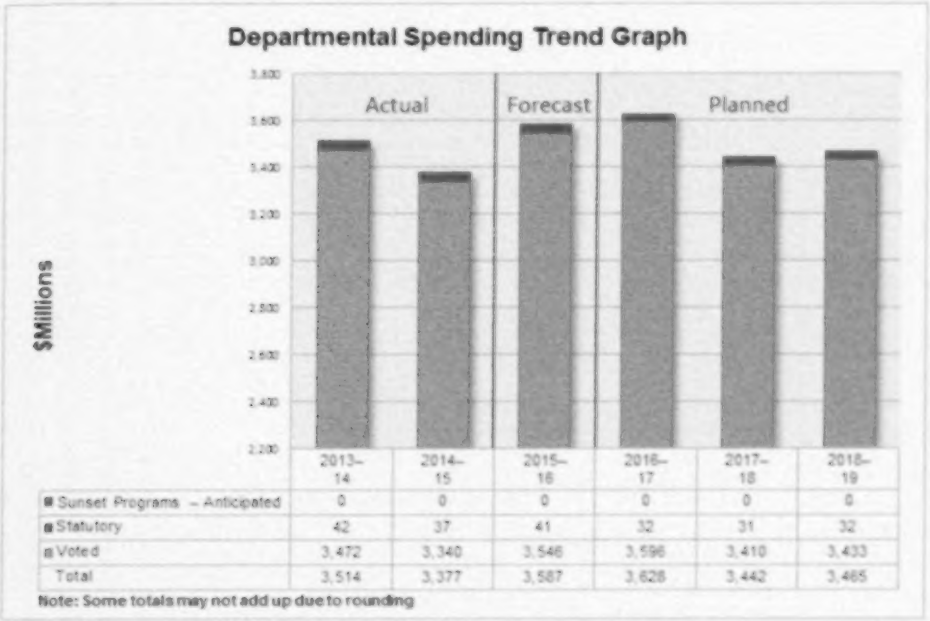
Alignment of 2016–17 Planned Spending With the Whole-of-Government Framework[viii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
1) Financial, physical, and mental well-being of eligible Veterans.	1.1 Disability and Death Compensation	Economic Affairs	Income Security and Employment for Canadians	2,141,757,279
	1.2 Financial Support Program	Economic Affairs	Income Security and Employment for Canadians	278,039,229
	1.3 Health Care Program and Re-establishment Services	Social Affairs	Healthy Canadians	1,089,248,862
2) Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict, and peace.	2.1 Canada Remembers Program	Social Affairs	A Vibrant Canadian Culture and Heritage	46,317,506
3) Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio.	3.1 Veterans Ombudsman	Economic Affairs	Income Security and Employment for Canadians	5,306,217

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending 2016–17
Economic affairs	2,425,102,725
Social affairs	1,135,566,368
International affairs	—
Government affairs	—

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	42	37	41	32	31	32
Voted	3,472	3,340	3,546	3,596	3,410	3,433
Total	3,514	3,377	3,587	3,628	3,442	3,465

Note: Some totals may not add up due to rounding

The Department's budget fluctuates each year, because of the demand-driven nature of its programs, which are based on Veterans' needs and entitlements. In other words, a Veteran who is entitled to a benefit is paid that benefit, whether 10 Veterans come forward or 10,000.

VAC is forecasting to spend $3.6 billion in both 2015–16 and 2016–17. Planned spending is then expected to decrease by 5.1% ($186.7 million) in 2017–18 before increasing by 0.7% ($23.4 million) in 2018–19. The fluctuation in spending is mostly related to increased program spending for Disability Awards and Allowances in 2015–16 and 2016–17 as the Department addresses existing disability applications. Faster decisions on Disability Benefit applications will, in turn, expedite access to other financial benefits, healthcare and mental-health treatment.

In 2016–17, 91.3% of the Department's budget ($3.3 billion) represents expected payments to Veterans, their families and other program recipients. The Department continues to see an increase in the number of CAF Veterans and their families benefiting from VAC programs. At the same time, the number of war-service Veterans is declining, with surviving spouses becoming a larger segment of the population being served.

As a result of this demographic trend of more CAF Veterans and fewer war-service Veterans, forecasts show increased demand for programs such as Earnings Loss and Supplementary Retirement benefits, and a declining demand for traditional programs and benefits such as Disability Pensions and the War Veterans Allowance. Variations in spending based on actual needs can be accommodated through in-year funding adjustments in Supplementary Estimates.

Estimates by Vote

For information on Veterans Affairs Canada's organizational appropriations, consult the 2016–17 Main Estimates.[ix]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome #1:
Financial, physical, and mental well-being of eligible Veterans

Program 1.1: Disability and Death Compensation

Description: This program recognizes and compensates eligible Veterans, Canadian Armed Forces members, and other eligible individuals for the effects of service-related disabilities, death, and detention. In the case of the Disability Pension, benefits and allowances are provided in the form of monthly payments; for Disability Awards, Critical Injury and Death Benefits, compensation is provided in the form of a monetary award paid as a lump sum, an annual payment, or a combination of both. This program is delivered through operating funds and grants.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,141,757,279	2,141,757,279	1,957,098,249	1,950,774,943

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
727	663	664

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans' service-related disabilities are recognized.	% of favourable disability and death compensation decisions that are made without requiring a level of review or appeal	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitment to offer lifelong pensions as an option for injured Veterans (new).
- Enhance the Disability Benefit Program through legislative and policy changes so that it meets the evolving needs of Canada's Veterans, and provides appropriate disability compensation for Veterans who have service-related disabilities (new).
- Review the existing service-delivery model and transition model to assess opportunities for greater efficiency and effectiveness, a Veteran-centric approach, service excellence, and seamless transition (new).
- Expand VAC's newly launched quality-management framework to include the Disability Benefits Program. This will help inform policy decisions and service-delivery improvements for Veterans and CAF members (new).

- Conduct research and case analysis of current experiences, to better understand how Veterans transition from military to civilian life, and use this research to inform program and policy design (ongoing)
- Expand and enhance *My VAC Account*® *(MVA)* and other systems to improve turnaround time and reduce paper processes for Veterans (ongoing)
- Engage with stakeholders and Veterans on benefits, services, and programs (ongoing)
- Ensure that all communications intended for Veterans demonstrates care, compassion, and respect and complies with the Communications Policy of the Government of Canada (ongoing)

Sub-Program 1.1.1: Disability Pension Benefits and Allowances

Description: This program recognizes and compensates eligible Veterans, as well as Canadian Armed Forces members who applied for a disability pension before April 1, 2006, survivors, dependants and, in certain circumstances, civilians for the effects of a service-related disability and/or death. Compensation is provided in the form of a monthly disability pension. The program also provides:

- Clothing Allowance for the distinct effects that disabilities may have on clothing;
- Attendance Allowance for pensioners who are totally disabled, whether by reason of military service or not, and in need of attendance;
- Treatment Allowance for the period of time pensioners are hospitalized or receiving outpatient care for a pensioned condition to temporarily compensate at a 100% pension rate for that period of time; and
- Educational Assistance of up to four years or 36 academic months for the cost of university, college or trade courses to eligible dependant children of pensioners who died as the result of military service or were pensioned at the 48% rate or higher at the time of death.

This program is funded through the following transfer payments: Pensions for Disability and Death, Payments under the *Flying Accidents Compensation Regulations*,[xi] Payments of Gallantry Awards, and Treatment Allowances.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,398,130,759	1,352,076,816	1,308,821,462

Human Resources (FTEs)

2016–17	2017–18	2018–19
276	252	253

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on Disability Pension Benefit and Allowance applications.	% of Disability Pension applications awaiting a decision that are less than 16 weeks old	80%	March 31, 2017
	% of Disability Pension decisions rendered within 16 weeks	80%	March 31, 2017
	% of Exceptional Incapacity Allowance decisions rendered within 12 weeks	80%	March 31, 2017

Planning Highlights

- Ensure that eligible applicants are granted disability benefits as quickly as possible (ongoing)

Sub-Program 1.1.2: Disability Awards, Critical Injury and Death Benefits

Description: The program recognizes and compensates eligible Canadian Armed Forces (CAF) Veterans and members, and in some cases surviving spouses/common-law partners and surviving dependant children, for the non-economic effects of service-related disability, death, and/or detention. Compensation is provided in the form of a lump sum Death Benefit, Detention Benefits and Disability Award with options for the Disability Award to be paid in annual payments or a combination of annual payments and lump sum. A lump-sum Critical Injury Benefit is also provided to eligible CAF members and Veterans to address the immediate impacts of the most severe and traumatic service-related incidents occurring on or after April 1, 2006. This program also compensates eligible Veterans for specially made clothing, or wear and tear on clothing, due to a disability. This program is funded through the following transfer payment: Disability Awards and Allowances and Critical Injury Benefit.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
743,626,520	605,021,855	641,993,483

Human Resources (FTEs)

2016–17	2017–18	2018–19
451	411	411

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Veterans, CAF members and other individuals receive timely decisions on applications for Disability Awards, Critical Injury and Death Benefits.	% of Disability Award applications awaiting a decision that are less than 16 weeks old	80%	March 31, 2017
	% of Disability Award decisions rendered within 16 weeks	80%	March 31, 2017
	% of Critical Injury Benefit decisions rendered within 12 weeks	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitment to increase the value of the Disability Award (new)
- Provide Veterans access to the financial advice and support they need to determine the form of compensation that works best for them and their families (ongoing)
- Monitor implementation of the Critical Injury Benefit and adjust processes as needed, to ensure that Veterans can access support as quickly as possible (ongoing)
- Work in collaboration with key partners, including DND and the CAF, to simplify the process of gathering information in order to make timely decisions on Veterans' applications for benefits (ongoing)

Program 1.2: Financial Support Program

Description: This program provides income support to eligible Veterans and their survivors, to ensure that recipients have income that is adequate to meeting their basic needs. This program also provides income replacement or support to eligible CAF Veterans, survivors, and orphans for the economic impact that a military career-ending and/or service-connected injury, illness or death can have on a Veteran's ability to earn income or save for retirement. Benefits are provided in the form of lump sum or monthly income replacement or support payments, after military release. This program is delivered through operating funds and grants.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
278,039,229	278,039,229	310,817,636	302,878,901

Human Resources (FTEs)

2016-17	2017-18	2018-19
60	60	61

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans and other program recipients have the financial means to fund food, shelter, and other necessities	% of eligible Veterans and program recipients whose family income is above the Low Income Measure (LIM)	90%	March 31, 2017

Planning Highlights

- Develop a comprehensive performance measurement dashboard that will monitor program performance, including timely access, quality services, and program outcomes. This will help inform policy decisions and service delivery improvements for Veterans (new)
- Work with the CAF to initiate an independent review of the VAC-CAF Income Support and Rehabilitation Program (new)
- Enhance the Financial Support Program through legislative and policy changes, so that it meets the evolving needs of Canada's Veterans, and provides appropriate disability compensation for Veterans with service-related disabilities (new)
- Review the existing VAC service delivery model and transition model to assess opportunities for greater efficiency and effectiveness, a Veteran-centric approach, service excellence, and seamless transition (new)
- Continue to strengthen and implement the Performance Measurement Strategy for the Financial Benefits Program to monitor program activities and outcomes, inform departmental decisions, and support program evaluation (ongoing)

Sub-Program 1.2.1: Earnings Loss Benefit

Description: This program provides income replacement to respond to the economic impact a military career-ending or service-connected health problem may have on a Veteran's ability to earn income after release from the CAF. To meet their basic needs, eligible Veterans participating in the Veterans Affairs Canada's rehabilitation program are provided, after military release, with temporary income replacement in the form of a monthly payment, so that their income does not fall below 75% of their gross pre-release military salary. Where a Veteran who had been participating in the rehabilitation program is not able to participate in suitable gainful employment (because of health problems), the income replacement continues until the Veteran reaches the age of 65. This benefit can also be paid to the survivors and/or orphans of a Veteran who dies as a result of a service-related injury or disease, until the Veteran would have reached the age of 65 years. If a Veteran is designated as totally and permanently incapacitated, he or she can also receive a Permanent Impairment Allowance Supplement. This program uses funding from the Earnings Loss and Supplementary Retirement Benefit transfer payment.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
196,511,801	215,608,139	234,645,658

Human Resources (FTEs)

2016–17	2017–18	2018–19
26	26	27

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans are able to fund their basic needs	% of Veterans completing the Rehabilitation Services and Vocational Assistance Program who report that their income during their participation in the Program was sufficient to meeting their basic living expenses, or better.	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitment to provide injured Veterans with 90% of their pre-release salary, and index this benefit so that it keeps pace with inflation (new).
- Monitor the quality and performance of program activities to ensure that Veterans have access to the benefits they need to improve their well-being (ongoing).
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).

Sub-Program 1.2.2: Permanent Impairment Allowance

Description: This program recognizes the impact on employment potential and career advancement caused by severe and permanent service-related disabilities. A monthly allowance is payable to CAF Veterans who have received a disability benefit for health conditions that are creating a permanent and severe impairment and for which Rehabilitation Services and Vocational Assistance Program eligibility have been approved. The allowance is payable at an increased amount to Veterans not capable of suitable gainful employment (because of eligible health problems). This program uses funding from the Earnings Loss and Supplementary Retirement Benefit transfer payment.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
69,944,376	83,083,408	96,741,640

Human Resources (FTEs)

2016–17	2017–18	2018–19
27	27	27

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on applications for Permanent Impairment Allowance.	% of Permanent Impairment Allowance decisions rendered within 12 weeks	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitment to expand access to the Permanent Impairment Allowance, to better support Veterans who have had their career options limited by a service-related injury (new).
- Monitor the quality and performance of program activities to ensure that Veterans have access to the benefits they need to improve their well-being (ongoing).
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).

Sub-Program 1.2.3: Retirement Benefits

Description: This program provides eligible CAF Veterans with assurance that they will have sufficient funds to meet their basic needs after age 65. The Retirement Income Security Benefit is a taxable monthly income support benefit for eligible Veterans that ensures their annual income does not fall below 70% of the financial benefits they were eligible to receive from VAC before age 65. The Supplementary Retirement Benefit, a taxable lump-sum payment providing compensation for lost opportunities to contribute to retirement pensions, is also available to Veterans whom Veterans Affairs Canada has designated totally and permanently incapacitated. This benefit is equal to 2% of the total amount of Earnings Loss Benefit payments to the Veteran before income offsets. Survivors may also be eligible for a benefit under this program, payable after the Veteran would have reached the age of 65 years. This program is funded through the following transfer payments: Earnings Loss and Supplementary Retirement Benefit and Retirement Income Security Benefit.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,393,945	3,116,753	3,853,212

Human Resources (FTEs)

2016–17	2017–18	2018–19
1	1	1

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on applications for the Retirement Income Security Benefit and Supplementary Retirement Benefits.	% of Retirement Benefit decisions rendered within 4 weeks	80%	March 31, 2017

Planning Highlights

- Monitor implementation of the Retirement Income Security Benefit and adjust processes as needed to ensure that Veterans can access support as quickly as possible (ongoing).
- Monitor the quality and performance of program activities to ensure that Veterans have access to the benefits they need to improve their well-being (ongoing).
- Streamline policy and business operations to reduce complexities for staff, and minimize administrative burdens for Veterans and their families, ensuring the highest standard of service (ongoing).

Sub-Program 1.2.4: Canadian Forces Income Support Benefit

Description: This program ensures that eligible Veterans have a minimum level of family income to meet basic needs while they are engaged in job-search activities. This is achieved through a temporary monthly payment that supports low-income CAF Veterans who have completed Veterans Affairs Canada's Rehabilitation Program but have not yet obtained employment. Program recipients must continue to meet the income test to maintain eligibility for this benefit, and some must demonstrate that they continue to seek employment. This program is also available to survivors and/or orphans of Veterans in certain circumstances. This program uses funding from the Canadian Forces Income Support Allowance transfer payment.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,309,590	1,575,471	1,636,382

Human Resources (FTEs)

2016–17	2017–18	2018–19
1	1	1

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on applications for Canadian Forces Income Support.	% of Canadian Forces Income Support decisions rendered within 4 weeks	80%	March 31, 2017

Planning Highlights

- Monitor the quality and performance of program activities to ensure that Veterans have access to the benefits they need to improve their well-being (ongoing).
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).

Sub-Program 1.2.5: War Veterans Allowance

Description: This program provides financial assistance to eligible Veterans, Merchant Navy Veterans, qualified civilians and their survivors, dependants, and orphans. In recognition of war service, qualified persons are provided with a regular monthly income to meet basic needs and/or access to other Veterans Affairs Canada programs. Eligibility for the War Veterans Allowance is determined by the wartime service of a Veteran or qualified civilian, age or health, family income, and residency. A surviving spouse, a surviving common-law partner, or orphan may also qualify for an Allowance. Recipients may also be eligible to receive financial assistance for emergencies or unexpected contingencies through the Assistance Fund. This program uses funding from the following transfer payments: War Veterans Allowances and Civilian War Allowances, Assistance in accordance with the provisions of the *Assistance Fund Regulations*,[xii] Assistance to Canadian Veterans - Overseas District, Veterans Insurance Actuarial Liability Adjustment (statutory), Returned Soldiers Insurance Actuarial Liability Adjustment (statutory), Repayments under Section 15 of the *War Service Grants Act*[xiii] (statutory), and Re-Establishment Credits under Section 8 of the *War Service Grants Act*[xiv] (statutory).

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
7,879,517	7,431,885	7,001,699

Human Resources (FTEs)

2016–17	2017–18	2018–19
5	5	5

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans and their survivors receive timely decisions on applications for War Veterans Allowance.	% of War Veterans Allowance decisions rendered within 4 weeks	80%	March 31, 2017

Planning Highlights

- Monitor the quality and performance of program activities to ensure that Veterans have access to the benefits they need to improve their well-being (ongoing).
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).

Program 1.3: Health Care Program and Re-establishment Services

Description: This program is designed to improve or maintain the physical, mental and social well-being of eligible Veterans, Reserve Force personnel, civilians, and their survivors and dependants and other individuals, promote independence, and help them to remain at home and in their own communities by providing a continuum of care. The program provides funding for rehabilitation services, career-transition support, health benefits, family caregiver relief benefits, home care and long-term care. This program is delivered through operating funds, grants, and contributions.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,089,248,862	1,089,248,862	1,058,681,085	1,056,186,196

Human Resources (FTEs)

2016–17	2017–18	2018–19
984	983	991

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans are able to remain in their own homes and communities.	% of Veterans in receipt of the Veterans Independence Program who remain in their homes	90%	March 31, 2017
Payments for health care/ treatment benefits are processed in an efficient manner that reduces financial burden on program recipients.	% of payments made directly to providers through use of the Veterans Health Care Card (reducing out-of-pocket expenses for Veterans)	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitment to re-open Veterans Affairs Canada offices recently closed and hire more service-delivery staff (new).
- Work with partners and stakeholders to develop a strategy for supporting homeless Veterans (new).
- Explore and develop options for establishing a centre of excellence with specialization in mental health, post-traumatic stress disorder, and related issues (new).
- Advance work on the Government's commitment to create a new benefit that would provide additional support to Veterans for educational needs after completion of service (new).
- Advance work on the Government's commitment to provide greater education, counselling and training for families who are providing care and support to Veterans living with physical and/or mental-health issues as a result of their service (new).
- Work with the CAF to advance work on a suicide-prevention strategy for CAF personnel and Veterans (new).

- Work with CAF and other partners and stakeholders to develop a single career transition and employment strategy to support transitioning CAF personnel and Veterans (new).
- Work with CAF and other partners and stakeholders to develop a strategy for improving support to Veterans' families (new).
- Review the existing VAC service-delivery model and transition model to assess opportunities for greater efficiency and effectiveness, a Veteran-centric approach, seamless transition, and service excellence (new).
- Modernize case-planning and assessment tools to measure performance and improve quality of service. Equip case managers with these enhanced tools to help make the Department a workplace of choice (new).
- Develop a National Orientation and Training Program to ensure case-management field staff receive consistent training and professional development (new).
- Conduct research and case analysis of current experiences to better understand how Veterans transition from military to civilian life, and use this research to inform program and policy design (ongoing).

Sub-Program 1.3.1: Health Care Benefits

Description: This program provides eligible Veterans, certain Reserve Force personnel, civilians and other individuals with access to appropriate treatment benefits for their health needs. Treatment benefits include medical, surgical, or dental examinations or treatment; surgical or prosthetic devices and aids and their maintenance; home adaptations to accommodate the use of devices or aids; preventive health care; pharmaceuticals; and travel and other expenses incurred to access these benefits. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
382,960,400	390,631,162	401,196,990

Human Resources (FTEs)

2016–17	2017–18	2018–19
369	368	370

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans and other individuals have timely access to the Health Care Benefit Program.	% of Health Care Identification cards sent within 3 weeks	90%	March 31, 2017

Planning Highlights

- Implement all of the recommendations on enhancing mental health services for Veterans included in the Auditor General's 2014 "Mental Health Services for Veterans" report (ongoing).
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).
- Expand and enhance *My VAC Account*[xv] *(MVA)* and other systems to:
    - enhance e-services,
    - increase interoperability and build linkages with third-party systems, and
    - reduce paper processes.

Sub-Program 1.3.2: Rehabilitation Services

Description: This program provides Veterans with military career-ending or service-connected health problems (and, in certain circumstances, survivors, spouses, or common-law partners) with funding, after military release, to ensure timely access to the rehabilitation or vocational assistance services needed to improve their functional capacity and employability, and reduce barriers to re-establishment in civilian life. Through this program, Veterans and their families have access to health insurance through the Public Service Health Care Plan, if they are not otherwise eligible. The Department can also provide eligible Veterans and survivors funding for career transition services. Most of these services are funded through operating funds, except for Career Transition Services, which is funded through the Career Transition Services transfer payment.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
63,007,137	64,118,010	65,441,970

Human Resources (FTEs)

2016–17	2017–18	2018–19
285	286	290

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on applications for the Rehabilitation and Vocational Assistance Programs and the Public Service Health Care Plan (PSHCP).	% of rehabilitation program eligibility decisions rendered within 2 weeks	80%	March 31, 2017
	% of PSHCP eligibility decisions rendered within 4 weeks	80%	March 31, 2017
	% of Career Transition Services eligibility decisions rendered within 4 weeks	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitment to lift the time limit for surviving spouses to apply for vocational rehabilitation and assistance services (new).
- Develop and implement research projects to assess how emerging therapies, such as equine therapy or having a psychiatric service dog, may assist Veteran health (new).
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).

Sub-Program 1.3.3: Intermediate and Long Term Care

Description: This program supports eligible Veterans and other individuals who require a nursing-home type of care to meet their needs. The program works in cooperation with provincial agencies and long-term care facilities to support eligible Veterans and other individuals in an appropriate long-term care setting. This program is delivered through operating funds and from the Contributions to Veterans transfer payment, under the Veterans Independence Program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
269,155,775	260,478,606	252,056,620

Human Resources (FTEs)

2016–17	2017–18	2018–19
105	105	105

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on Long Term Care support.	% of Long Term Care decisions completed within 10 weeks	80%	March 31, 2017

Planning Highlights

- Work with health authorities and facilities that provide intermediate and chronic long-term care to Veterans to ensure that funding is aligned with demand and with the programs and services provided (ongoing).
- Continue the Outreach and Visitation Initiative, which provides Veterans in long-term care facilities with the opportunity to have a conversation and social visit with a fully trained and qualified volunteer (ongoing).
- Implement and monitor payment processing through the new Federal Health Claims Processing System to ensure that Veterans and providers receive prompt, efficient, and accurate payments (ongoing).
- Identify gaps, adjust processes, and modify the Residential Care Support System as required (ongoing).

Sub-Program 1.3.4: Veterans Independence Program (VIP)

Description: This program provides funding to eligible Veterans, certain Reserve Force personnel, civilians, survivors, and primary caregivers, so that they can access home and community care and support services to meet their physical, mental, and social needs. This assistance allows them to remain healthy and independent in their own homes and communities. The services and benefits that may be funded include home care services and personal care (housekeeping, access to nutrition, grounds maintenance, and ambulatory health care), home adaptations, and transportation services. Housekeeping and/or grounds maintenance services are also available to eligible survivors and primary caregivers. This program uses funding from the following transfer payments: Housekeeping and Grounds Maintenance Grant and Contributions to Veterans under the Veterans Independence Program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
336,143,745	332,921,775	330,456,543

Human Resources (FTEs)

2016–17	2017–18	2018–19
223	222	224

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans' needs for home care and support are met	% of Veterans Independence Program recipients who rely on the program to remain in their homes	80%	March 31, 2017
	% of Veterans Independence Program recipients who report that the Veterans Independence Program meets their needs	80%	March 31, 2017

Planning Highlights

- Support seamless transition and work with the CAF to align rates for similar Veterans Independence Program-type benefits (new).
- Expand the use of technology to reduce duplication, reduce paper processes, and deliver Veterans Independence Program services more efficiently (ongoing).
- Monitor the quality and performance of program activities, to ensure that Veterans have access to the benefits they need, to improve their well-being (ongoing).
- Streamline policy and business operations, to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing).

Sub-Program 1.3.5: Family Caregiver Relief Benefit

Description: The Family Caregiver Relief Benefit provides eligible Veterans with an annual tax-free grant payment. The amount of the grant is indexed every January 1st. This benefit ensures that Veterans continue to get the support they need when their informal caregivers are temporarily unavailable. It allows an informal caregiver to take time off and recharge or attend to his or her own health and well-being, knowing that someone else is providing necessary services and support to the Veteran in his or her absence. This program uses funding from the Family Caregiver Relief Benefit transfer payment.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,180,205	2,478,393	2,780,873

Human Resources (FTEs)

2016–17	2017–18	2018–19
2	2	2

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Eligible Veterans receive timely decisions on applications for the Family Caregiver Relief Benefit	% of Family Caregiver Relief Benefit eligibility decisions rendered within 6 weeks	80%	March 31, 2017

Planning Highlights

- Monitor implementation of the Family Caregiver Relief Benefit and adjust processes as needed to ensure that Veterans can access support as quickly as possible (ongoing)
- Streamline policy and business operations to reduce complexities for staff, and minimize the administrative burden for Veterans and their families, ensuring the highest standard of service (ongoing)

Sub-Program 1.3.6: Ste. Anne's Hospital

Description: Ste. Anne's Hospital supports eligible Veterans, CAF members and civilians so that their physical, mental, and social needs are met. The Hospital provides high-quality long-term and respite care services, along with a vast range of programs, to eligible Veterans and civilians. Through its Day Centre, it is able to offer support services to those still residing in their communities and, through the Ste. Anne's Centre, it provides mental health services to Veterans and CAF members. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
35,861,600	8,093,200	8,293,200

Note: The transfer agreement between VAC and the Province of Quebec contains provisions in future years to cover items such as information technology conversion, changes to the building, taxes, and costs associated with employee transfers.

Human Resources (FTEs)

2016–17	2017–18	2018–19
0	0	0

Note: With the scheduled transfer of the hospital to the Province of Quebec, VAC will not have FTEs attributed to Sub-Program 1.3.6 as of 2016–17.

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Note: With the scheduled transfer of the hospital to the Province of Quebec, VAC will not measure performance related to Sub-Program 1.3.6 as of 2016–17.			

Planning Highlights

- Work with the Province of Quebec to ensure the smooth implementation, integration, and continuation of programs and services in both official languages for Veterans at Ste. Anne's Hospital after the scheduled transfer of infrastructure and employees.
- Once the transfer is complete, VAC will continue to support Veterans at Ste. Anne's Hospital and include them when monitoring performance of the Intermediate and Long Term Care program, as it does in more than 1,500 other nursing homes and long-term care facilities across Canada.

Strategic Outcome #2:
Canadians remember and demonstrate their recognition of all who served in Canada's efforts during war, military conflict, and peace

Program 2.1: Canada Remembers Program

Description: Canadian Veterans and those who died in service have made valuable contributions to the development of Canada. This program ensures that Veterans and those who died in service are honoured and that the memory of their sacrifices and achievements is preserved. Canada Remembers Program activities promote the following outcomes: Canadians are knowledgeable about the efforts of Veterans and those who died in service to Canada; Canadian military milestones and the Veterans who participated in them are publicly recognized; communities and other groups lead remembrance activities; symbols erected to honour Veterans and those who served are maintained in perpetuity on behalf of Canadians; and financial assistance is provided to the estates of eligible Veterans for a dignified funeral and burial. Encouraging pride in shared military history, celebrating the contributions and acknowledging the sacrifices of those who served, and preserving symbols to mark their courage all contribute to the Government of Canada's outcome of a vibrant Canadian culture and heritage. This program is delivered through operating funds, grants, and contributions.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
80,217,708	80,217,708	81,658,877	80,746,058

Human Resources (FTEs)

2016-17	2017-18	2018-19
94	93	87

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Canadian Veterans and those who died in service are honoured and the memory of their achievements and sacrifices is preserved	% of Canadians who feel that VAC's remembrance programming effectively honours Veterans and those who died in service, and preserves the memory of their achievements and sacrifices	70%	March 31, 2017

Planning Highlights

- Engage Canadians in reflecting on how past conflicts—and the sacrifices that were made to resolve them—helped to shape the country we know and appreciate today.
- Lead commemorative initiatives to mark key military milestones such as the 2016 centennial of the Battles of the Somme and Beaumont-Hamel.

- Recognize and honour those who served our country through a suite of Canada Remembers Program initiatives, such as commemorative ceremonies, learning resources to engage youth, a permanent visitor centre at the Canadian National Vimy Memorial in France, a national memorial to Canada's mission in Afghanistan, funding for community projects, and financial assistance for Veterans' funerals and burials.

Sub-Program 2.1.1: Public Recognition and Awareness

Description: This program pays tribute to Canadian Veterans and those who died in service, and raises awareness of their achievements and sacrifices. This includes organizing commemorative ceremonies and events, both in Canada and overseas, in collaboration with regional, national, and international partners. This program also engages Canadians, most notably educators and youth, in remembrance through a suite of resources and initiatives that tell our country's military history. It also ensures that first-issue and replacement war-service medals are provided to Veterans, and that the Minister's Commendation is presented to those who have demonstrated exemplary service to Veterans. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
12,928,967	9,327,716	8,664,450

Human Resources (FTEs)

2016–17	2017–18	2018–19
65	60	58

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Canadians, especially youth, have increased knowledge and understanding of the sacrifices and achievements of Canadian Veterans and those who died in service.	% of educators using VAC educational resources who report increased youth knowledge and understanding of the sacrifices and achievements of Canadian Veterans and those who died in service	85%	March 31, 2017
Canadian Veterans and those who died in service are publicly recognized and important Canadian military milestones are marked regionally, nationally, and internationally.	# of VAC-led and VAC-supported ceremonies and events	250	March 31, 2017

Planning Highlights

- Lead ceremonies in Canada and overseas to commemorate key milestones such as the centennial of the Battles of the Somme and Beaumont-Hamel on July 1st, 2016 (new).
- Plan 2017 events marking key military milestones, such as the 75th anniversary of the Dieppe Raid, and the centennials of the Battle of Vimy Ridge and the Battle of Passchendaele, all of which will support the commemoration of the 150th anniversary of Confederation[xvi] (new).

- Finalize the construction of a permanent visitor education centre at the Canadian National Vimy Memorial[xvii] in France, in time for its unveiling in the spring of 2017 (ongoing).
- Engage youth, educators, and the general public through learning and public information resources, such as Veterans' Week materials[xviii] and the Heroes Remember[xix] online library, featuring personal recollections of those who served (ongoing).
- Continue work to create a national memorial to honour those who served during Canada's mission in Afghanistan (ongoing).
- Increase media outreach and the use of digital communications vehicles such as video, interactive social media and web presence, to raise awareness of the achievements and sacrifices of Canadian Veterans (ongoing).

Sub-Program 2.1.2: Commemorative Partnership Program

Description: This program expands the reach of remembrance programming by providing financial assistance for commemorative initiatives. These initiatives are undertaken by organizations that wish to ensure that the achievements of our Veterans and the fallen are not forgotten. As a result, Canadians have more opportunities to participate in remembrance activities. This program is delivered through operating funds, as well as funding from the following transfer payments: Grant for Commemorative Partnerships and contributions under the Commemorative Partnership Program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
3,651,979	3,229,638	3,064,959

Human Resources (FTEs)

2016–17	2017–18	2018–19
10	10	10

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Canadians have more opportunities to participate in remembrance activities.	# of projects that received financial support under the Commemorative Partnership Program	225	March 31, 2017

Planning Highlights

- Fund commemorative initiatives in communities across the country, including those that mark the centennial of the First World War and the 75th anniversary of the Second World War (ongoing).

Sub-Program 2.1.3: Memorial and Cemetery Maintenance

Description: This program preserves the memory of Canadians who served their country in war and peace, by maintaining symbols of remembrance in perpetuity. This includes responsibility for the 14 World War memorials in Europe, grave markers all over the world, and two departmental cemeteries in Canada. Graves of more than 110,000 war dead in Europe and in Canada, as well as war memorials overseas, are cared for in collaboration with the Commonwealth War Graves Commission. This program also provides funding through an annual grant for the maintenance of the graves of Canadian war dead buried in the United Nations Memorial Cemetery in Korea. The Canadian Virtual War Memorial and the Books of Remembrance are also maintained through this program, which is delivered through operating and maintenance funds, as well as funding from the following transfer payments: the Commonwealth War Graves Commission, the United Nations Memorial Cemetery in Korea, and the Canadian Veterans Association of the United Kingdom.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
17,839,942	17,332,875	17,339,263

Human Resources (FTEs)

2016–17	2017–18	2018–19
12	12	12

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Memorials, grave markers, and cemeteries for which VAC is responsible are maintained in accordance with the Commonwealth War Graves Commission's standards and VAC's National Technical Maintenance Manual, on behalf of all Canadians.	# of maintenance items completed in Canadian cemeteries	3,000	March 31, 2017

Planning Highlights

- Prepare for an expected increase in the number of visitors at the Canadian National Vimy Memorial, the Beaumont-Hamel Newfoundland Memorial in France, and other memorials in Europe during the period marking the centennial of the First World War and the 75th anniversary of the Second World War (new).
- Work to expand the cemetery at Veterans Cemetery (God's Acre)[xx] in Esquimalt, British Columbia (new).

Sub-Program 2.1.4: Funeral and Burial Program

Description: This program provides financial assistance toward funeral, burial, and grave-marking expenses of eligible Veterans, to recognize their service to Canada. Under the *Veterans Burial Regulations, 2005*,[xxi] assistance is available for Veterans whose deaths were a result of their service or whose estates do not have sufficient funds for a dignified funeral, burial, and grave-marking. The Funeral and Burial Program is administered by the Last Post Fund Corporation, an independent, non-profit organization, on behalf of Veterans Affairs Canada. This program is delivered through operating and maintenance funds, as well as funding from the Last Post Fund transfer payment.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
11,896,618	11,764,348	11,677,386

Human Resources (FTEs)

2016–17	2017–18	2018–19
7	7	7

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
Financial support is provided to eligible Veterans for funeral, burial, and grave-marking expenses.	% of times that decisions are made and payments are processed for means-tested funeral and burial benefits within the published service standard of 30 calendar days	80%	March 31, 2017

Planning Highlights

- Advance work on the Government's commitments to ensure that no Veteran is denied a dignified funeral and burial (new).

Strategic Outcome #3:
Veterans' rights to services and benefits that address their needs are considered by the Veterans Affairs Portfolio

Program 3.1: Veterans Ombudsman

Description: This program provides an independent and impartial opportunity to review complaints submitted by Veterans and other individuals (war-service Veterans, Veterans and serving members of the Canadian Armed Forces [Regular and Reserve], members and former members of the Royal Canadian Mounted Police, spouses, common-law partners, survivors and primary caregivers, other eligible dependants and family members, other eligible individuals and representatives of the aforementioned groups). It promotes fair and equitable treatment in accessing the services, benefits, and programs from Veterans Affairs Canada. This is accomplished by: providing them with information and referrals to facilitate their access to programs and services; reviewing and addressing complaints arising from the *Veterans Bill of Rights*[xxii] and decisions on benefits and services for which there is no right to appeal to the Veterans Review and Appeal Board; reviewing systemic issues related to the Veterans Review and Appeal Board; and identifying and reviewing emerging and systemic issues related to the provisions of the Department's programs and services and providing information and recommendations to the Minister in relation to those issues. This program is delivered through operating funds.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
5,306,217	5,306,217	5,306,217	5,306,217

Human Resources (FTEs)

2016–17	2017–18	2018–19
38	38	38

Performance Measurement

Expected Result	Performance Indicator	Target	Date to Be Achieved
The needs of Veterans and other individuals are addressed through Veterans Affairs programs and services.	% of issues raised by Veterans and other individuals that are being addressed by the OVO	80%	March 31, 2017
	% of recommendations raised by the OVO that are accepted by Veterans Affairs	80%	March 31, 2017

Planning Highlights

- *Charlottetown Operations* - The OVO will review, modify, and streamline its business processes to ensure that direct assistance for complaints, information requests, and referrals are resolved in a timely and appropriate manner.
- *Strategic Review and Analysis* - The OVO will work to address emerging and systemic issues related to the Department's portfolio, make recommendations, and track the Department's progress against recommendations made.
- *Public Consultation* - The Office will engage with stakeholders through a variety of channels (including town halls, social media, and speaking engagements), to identify areas of concern among the Veteran community and to engage and educate parliamentarians and other key influences of the need to take action.
- Ensure that expected outcomes of the program are monitored.

VAC Internal Services

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
67,612,609	67,612,609	68,001,792	68,061,017

Human Resources (FTEs)

2016–17	2017–18	2018–19
706	702	702

Planning Highlights

- Increase focus on engaging and supporting employees through Workplace of Choice initiatives such as the National Employee Council and National Unit for Workplace Mental Wellness (new).
- Review Human Resources (HR) staffing and classification services to ensure that the HR model is efficient and client-centric (new).
- Align internal services with Government of Canada and Shared Services Canada direction, building on information-technology and information-management initiatives underway (ongoing).
- Strengthen the focus on internal communications and employee engagement (ongoing).
- Continue our commitment to diversity, official languages, and public-service values and ethics, while improving service to Veterans and the workplace for employees (ongoing).

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of Veterans Affairs Canada's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Veterans Affairs Canada website.[xxiii]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2016
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	3,619,543,608	$3,615,326,599	(4,217,009)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	3,619,543,608	$3,615,326,599	(4,217,009)

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts may differ.

The estimated net cost of operations for 2016–2017 is $3,615.3 million. Approximately 92% of planned spending for 2016–17 is paid directly to or on behalf of the people VAC serves in the form of compensation and financial support, healthcare, and commemoration.

For complete information on Veterans Affairs Canada's financial statements, please visit the Department's website.[xxiv]

Supplementary Information Tables

The supplementary information tables listed in the *2016–17 Report on Plans and Priorities* are available on the Veterans Affairs Canada's website.[xxv]

- Departmental Sustainable Development Strategy;
- Details on Transfer Payment Programs of $5 Million or More;
- Disclosure of Transfer Payment Programs Under $5 Million;
- Upcoming Internal Audits and Evaluations over the Next Three Fiscal Years.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals, and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Tax Expenditures and Evaluations[xxvi] publication. The tax measures presented in that publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Veterans Affairs Canada
161 Grafton Street
P.O. Box 7700
Charlottetown PE C1A 8M9

Toll free: **1-866-522-2122**
www.veterans.gc.ca

Veterans Ombudsman
134 Kent Street
P.O. Box 66
Charlottetown PE C1A 7K2

Toll free: **1-877-330-4343**
www.ombudsman-veterans.gc.ca

Appendix: Definitions

Appropriations: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. Prime Minister's mandate letter, http://pm.gc.ca/eng/minister-veterans-affairs-and-associate-minister-national-defence-mandate-letter
ii. *Department of Veterans Affairs Act*, http://laws.justice.gc.ca/eng/acts/V-1/index.html
iii. *Canadian Forces Members and Veterans Re-establishment and Compensation Act*, http://laws-lois.justice.gc.ca/eng/acts/C-16.8/
iv. *Pension Act*, http://laws-lois.justice.gc.ca/eng/acts/p-6/index.html
v. *Department of Veterans Affairs Act*, http://laws.justice.gc.ca/eng/acts/V-1/index.html
vi. *Veterans Bill of Rights*, http://www.ombudsman-veterans.gc.ca/eng/about-us/rights
vii. *Veterans Bill of Rights*, http://www.ombudsman-veterans.gc.ca/eng/about-us/rights
viii. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
ix. *2015–16 Main Estimates*, http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp
x. *My VAC Account*, http://www.veterans.gc.ca/eng/e_services
xi. *Flying Accidents Compensation Regulations*, http://laws-lois.justice.gc.ca/eng/regulations/C.R.C._c._10/page-1.html
xii. *Assistance Fund Regulations*, http://laws.justice.gc.ca/eng/regulations/C.R.C._c._1578/FullText.html
xiii. *War Service Grants Act*, http://laws.justice.gc.ca/eng/acts/W-2.5/
xiv. *War Service Grants Act*, http://laws.justice.gc.ca/eng/acts/W-2.5/
xv. *My VAC Account*, http://www.veterans.gc.ca/eng/e_services
xvi. 150th anniversary of Confederation, http://canada.pch.gc.ca/eng/1342792785740
xvii. Education centre at the Canadian National Vimy Memorial, http://www.veterans.gc.ca/eng/remembrance/memorials/overseas/first-world-war/france/vimy/education-centre
xviii. Veterans' Week materials, http://www.veterans.gc.ca/eng/remembrance/get-involved/remembrance-day
xix. Heroes Remember, http://www.veterans.gc.ca/eng/remembrance/those-who-served/heroes-remember
xx. Veterans Cemetery (God's Acre), http://www.veterans.gc.ca/eng/remembrance/memorials/canada/gods-acre
xxi. *Veterans Burial Regulations, 2005*, http://laws.justice.gc.ca/eng/regulations/SOR-2005-200/
xxii. *Veterans Bill of Rights*, http://www.ombudsman-veterans.gc.ca/eng/about-us/rights
xxiii. Future-Oriented Statement of Operations, http://www.veterans.gc.ca/eng/about-us/reports/future-oriented-financial-statements
xxiv. Departmental Financial Statements, http://www.veterans.gc.ca/eng/about-us/reports/departmental-financial-statements
xxv. Supplementary Information Tables, http://www.veterans.gc.ca/eng/about-us/reports/report-on-plans-and-priorities/2016-2017
xxvi. Tax Expenditures and Evaluations, http://www.fin.gc.ca/purl/taxexp-eng.asp